

THE
**FUTURE
OF
AMERICA'S
NATIONAL
PARKS**

First Annual
Centennial Strategy for

Fort Raleigh National Historic Site

August 2007

CENTENNIAL INITIATIVE



Site: FORA

Year: 2007

Vision Statement

Fort Raleigh National Historic Site interprets and preserves the history of the first English attempts at colonization in the New World (1585-1587), and the history of Native Americans, European Americans and African Americans on Roanoke Island.

Early colonization efforts, sponsored by Sir Walter Raleigh, ended with the disappearance of 116 men, women and children (including two that were born in the New World). The fate of this "lost colony" remains a mystery to this day. Native American's inhabited Roanoke Island for many years. Civil War activities were conducted on the Island. The Roanoke Island Freedman's Colony was established as a haven for freed slaves. Radio pioneer Reginald Fessenden conducted wireless experiments on the Island.

The grounds of Fort Raleigh NHS include the physical locations of two park partners and the headquarters building for the Outer Banks Group.

The park is home to the outdoor symphonic drama, The Lost Colony, performed in the Waterside Theatre since 1937. Although the drama is produced and presented by the Roanoke Island Historical Association, the facilities are owned and maintained by the National Park Service.

The Centennial Vision for the park is to complete and implement the General Management Plan and to rehabilitate all public buildings within the park in the next five years. The park will partner with the Roanoke Island Historical Association to rehabilitate the Lost Colony buildings, including the rehearsal hall, dressing room modules, workshop, and the Lost Colony Activity Building. The park will also be rehabilitating the Visitor Center and headquarters complex.

In correlation with the rehabilitation of the park buildings, the park will develop a Comprehensive Interpretive Plan which will include the design, construction and installation of new exhibits within the Visitor Center. These new exhibits will provide for visitor understanding of previously untold stories including the Freedman's Colony, Reginald Fessenden's first successful experimentation with wireless technology and the Algonquin Native American settlements.

The park in partnership with the First Colony Foundation will also expand its knowledge of the archaeological resources within the park. A project is in process to locate, identify and investigate sites of the 1585-87 settlements sponsored by Sir Walter Raleigh.

Park/ Superintendent/ Program Manager

Michael B. Murray

Site: FORA

STEWARDSHIP

☒ Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

☒ Other Park/ Program performance goal(s)

Fort Raleigh proposes to develop and implement an accessibility plan for the use and enjoyment of special populations of NPS visitors. The plan will be based on an Accessibility Assessment of deficiencies and will identify each eligible site, develop conceptual designs, cost estimates, and list necessary compliance actions. Upon completion of the Plan the park will develop an Implementation Plan to phase in the recommendations as funding becomes available.

☒ The work described currently is supported by OFS and/ or PMIS

Site: FORA

STEWARDSHIP

☒ **Improve the condition of park resources and assets.**

☒ **Restore native habitats by controlling invasive species and reintroducing key plant and animal species.**

The Outer Banks Group, which includes Cape Hatteras National Seashore, Fort Raleigh National Historic Site, and Wright Brothers National Memorial, will develop a Predator Management Plan. The three parks each have issues relating to negative predator impacts on the natural resources. The majority of these negative impacts may have been brought about by increased development on the Outer Banks over the past twenty years. The park will develop a plan for sustained reduction of predator species. This plan is primarily to assist in the protection of endangered species breeding and germination. It will enhance survival of the young and protect vegetation to allow growth through the seed production stage. There will also be a component of limiting predators that have a benefit due to area development.

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☒ **Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.**

In FY 2009 the park will begin the rehabilitation of the headquarters and Fort Raleigh Visitor Center complex. Both buildings are currently in serious condition on the FCI index and the project will improve that condition to good for both structures.

This project consists of the complete renovation and rehabilitation of the Outer Banks Group Administration/HQ building, the Lost Colony Activities Building, and the Fort Raleigh Visitor Center, all located in Fort Raleigh NHS. The buildings were built in 1965-66 during the Mission 66 period and are considered significant because of their architectural design. The Administration/HQ building is approximately 9000 square feet, houses 30 permanent employees and serves as a park resource for a significant number of visitors each year. The Fort Raleigh Visitor Center is 6027 square feet and serves as the primary visitor contact center for the Fort Raleigh National Historic Site for 300,000+ annual visitors. The Lost Colony Activities Building is 3600 square feet and receives about 78,000 visitors per year.

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☒ **Improve the natural resources in parks, as measured by the vital signs developed under the Natural Resource Challenge.**

Fort Raleigh will develop and implement a Shoreline Management Plan. The rate of the natural process of shoreline erosion is being increased by human development. This project will bring together geologists, natural and cultural resource management specialists, park constituents, and park staff to discuss and develop a Shoreline Management Plan for Fort Raleigh National Historic Site to correct natural resource damage caused by human development

Site: FORA

STEWARDSHIP

☒ Improve the condition of park resources and assets.

that has significantly altered the landscape structure and function. A contracted or Term employee will collect all necessary documents and develop an informational/educational component to ensure all involved with Plan development understand NPS Policies on shoreline management and natural processes. Public meetings and other communication methods will be used to ensure all involved receive needed information to make useable and beneficial suggestions for the Plan. Upon NEPA compliance and completion of the Plan, if funds remain, shoreline restoration actions will be undertaken. This may be removal of hardened shoreline structures, moving objects endangered by shoreline retreat, etc.

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☒ Complete all cultural resource inventories for designated priority resources.

Archeological Investigations will be conducted as part of an existing agreement between the NPS and the First Colony Foundation. These investigations will be guided to identify features on Roanoke Island from English Colonization efforts. The 2006 Fort Raleigh NHS Archeology Overview Study recommends further archeology investigation on the north end of Roanoke Island. The 202 acres of land was acquired in the mid-1990s pursuant to Public Law 101-603. Southeast Archeological Center/NPS will perform ground penetrating radar which will provide archeologists with underground anomalies that could indicate the presence of artifacts or identify patterns of soil disturbance associated with formally inhabited sites. The radar can penetrate to a depth of at least 25 feet. Original ground levels in areas associated with the 1587 "lost colony" have been covered with accumulations of 10 - 15 feet of sand in several park locations. Identified anomalies may provide archeologists prime locations for future exploratory excavation.

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STEWARDSHIP

☒ **Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.**

☒ **Other Park/ Program performance goal(s)**

Fort Raleigh NHS encompasses a wide variety of legislated interpretive themes, including Sir Walter Raleigh's Lost Colony, the Roanoke Island Freedman's Colony, Reginald Fessenden's first successful experimentation with wireless technology, and Algonquin Native American settlements. Current exhibits in the park's visitor center only provide information on the Lost Colony theme of the park and fail to interpret the cultural and racial diversity of the site, conveying the false impression of that the park portrays a single theme. Exhibits do not reflect current historic/archeological research. This project includes development of a site comprehensive interpretive plan; the design, construction and installation of new exhibits at the Fort Raleigh Visitor Center that will provide for visitor understanding of these additional legislated themes. To further visitor education of Fessenden's success, wireless technology will be used to provide for site exhibits on park grounds. Archaeology exhibits on the grounds will introduce visitors to techniques used by researchers and to the on-going investigative archeological and historic research to solve the mystery of the Lost Colony.

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Site: FORA

STEWARDSHIP

☒ **Serve as the Preeminent resource laboratory by applying excellence in science and scholarship to understand and respond to environmental changes.**

☒ **Other Park/ Program performance goal(s)**

Fort Raleigh will develop a Shoreline Management Plan to correct natural resource damage caused by human development that has significantly altered the landscape structure and function. This project will include geologists, natural and cultural resource management specialists, park constituents, and park staff. A contracted or Term employee will collect all necessary documents and develop an informational/educational component to ensure all involved with Plan development understand NPS Policies on shoreline management and natural processes. Public meetings and other communication methods will be used to ensure all involved receive needed information to make useable and beneficial suggestions for the Plan. Upon NEPA compliance and completion of the Plan, if funds remain, shoreline restoration actions will be undertaken. This may be removal of hardened shoreline structures, moving objects endangered by shoreline retreat, etc.

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Site: FORA

ENVIRONMENT

☒ Reduce environmental impacts of park operations.

☒ Reduce the environmental impacts of park operations on air and water quality.

Fort Raleigh will develop and implement a Water Drainage Management Plan. Under a CESU contract a hydrologist to identify water drainage issues at Fort Raleigh National Historic Site. The hydrologist will develop a water drainage management plan that will allow the site to follow natural processes as much as is possible. The plan will take into consideration the effects of nearby development and high energy weather events such as hurricanes and northeasters. The plan will discuss the methods for returning the area to as close to natural processes as possible while under the negative influences of extreme weather and human development.

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Site: FORA

ENVIRONMENT

☒ Inspire an environmental conscience in Americans.

☒ Serve as a model for energy efficiency, under Executive Order 13423, by ensuring Leadership in Energy and Environmental Design (LEED) standards.

Fort Raleigh will undergo a complete renovation and rehabilitation of the Outer Banks Group Administration/HQ building, the Lost Colony Activities Building, and the Fort Raleigh Visitor Center, all located in Fort Raleigh NHS. The buildings were built in 1965-66 during the Mission 66 period and are considered significant because of their architectural design. The Administration/HQ building is approximately 9000 square feet. The Fort Raleigh Visitor Center is 6027 square feet and serves as the primary visitor contact center for the Fort Raleigh National Historic Site for 300,000+ annual visitors. The Lost Colony Activities Building is 3600 square feet. Renovation will include correction of any structural damage found inside the walls; replacement of drywall and ceiling materials; replacement of ceiling and wall insulation; replacement of carpet throughout all three building; replacement of ventilation system ductwork; replacement of HVAC system; repair of exterior wall structural damage and replacement of exterior wall surface; and complete removal of mold and mildew throughout buildings. All work will be done in accordance to LEED Standards.

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Site: FORA

EDUCATION

☒ Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

☒ Other Park/ Program performance goal(s)

Fort Raleigh National Historic Site will produce a full and complete Comprehensive Interpretive Plan. The plan will include a Long-Range Interpretive Plan, Annual Work Plans and Media Inventory. It will specify park themes, desired visitor experiences, clarify the park's purpose and significance and make recommendations on park facilities, landscapes and interpretive media. The plan will outline a more professional level of interpretive services for the over 300,000 visitors who visit Fort Raleigh, and be the primary planning and resource document for the park's interpretive operation.

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Site: FORA

EDUCATION

☒ Promote life-long learning to connect generations through park experiences.

☒ Enroll an additional two million children in the Junior Ranger program.

The Outer Banks Group began a publicity campaign to encourage Junior Rangers with a kick-off press release on Junior Ranger Day, April 23, 2007. Children can actually become three different kinds of junior rangers: a Seashore Ranger at Cape Hatteras National Seashore, a Flight Ranger at Wright Brothers National Memorial, and a Roanoke Ranger at Fort Raleigh National Historic Site. In addition to providing on site materials, children can also participate and earn their Roanoke Ranger badge on the Fort Raleigh website. These program are provided in partnership with The North Carolina Beach Buggy Association, the First Flight Society and Eastern National Parks Association.

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Site: FORA

PROFESSIONALISM

☒ **Be one of the top 10 places to work in America.**

☒ **Meet 100 percent of diversity recruitment goals by employing people who reflect the face of America.**

Although the Outer Banks Group reflects many of the faces of America at this time, it wants to increase the diversity of its employees. In order to do so the park will create a recruitment committee to develop a Recruitment Strategy for the three park areas. Action items for the plan might include recruitment trips to traditionally Black colleges and universities and to typically Hispanic colleges and Universities, holding open house/recruiting sessions in various locations throughout the community, more structured education for supervisors, and researching the use of recruitment incentives and educational payback incentives. Once the plan has been developed the park will identify funding needs and funding sources and implement the plan.

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☒ **Attain the highest employee satisfaction rate of all federal agencies, as measured by Office of Personnel Management surveys.**

The Outer Banks Group, which includes Fort Raleigh National Historic Site, will develop a Task Force to create a groupwide Awards program that will both standardize award requirements and encourage all employees to participate in the program. The task force will be made up of a complement of employees from different divisions, different park areas and diverse grade levels and the ultimate goal of the task force will be to develop a Standard Operating Procedure for encouraging Awards within the Outer Banks Group.

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PROFESSIONALISM

☒ Use strategic planning to promote management excellence.

☒ Establish a structured professional development curriculum to provide park managers with the skills to apply best business practices and superior leadership.

The Outer Banks Group, which includes Fort Raleigh National Historic Site, will develop a internal park training program to target and train mid-level managerial employees. This program will include the development of an annual selection procedure which will allow employees in the targeted group to compete for the opportunity. Approximately \$5,000 annually will be reserved for this program and the selected employee will be assigned a manager mentor who will help develop a curriculum of training courses which best prepare the employees for upper management positions based upon their planned career goals.

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Site: FORA

PROFESSIONALISM

☒ Model what it means to work in partnership.

☒ Other Park/ Program performance goal(s)

Fort Raleigh National Historic Site preserves and interprets the site of the first attempt at English colonization in the New World and perpetuates Paul Green's outdoor drama - The Lost Colony. "The Lost Colony" is produced through Agreement with The Roanoke Island Historical Association and is performed nightly during the summer months in the government owned Waterside Theater. In partnership with the Historical Association the project will replace in-kind the two 2,700 sq. ft. (5,400 sq. ft. total) Dressing Rooms, the 1,200 sq. ft. Technician Workshop, the 7,700 sq. ft. Rehearsal Hall and the 3,600 square foot Lost Colony Administrative Building. Once the project is completed, the National Park Service plans to establish an agreement with the Historical Association to more fully utilize these facilities for National Park Service and community programs. The final objective is to make The Lost Colony self-sufficient.

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